ERP leaders must overcome transformation fatigue before chasing new solutions

Authors:

Niti Jhunjhunwala, Senior Analyst
Hansa Iyengar, Practice Leader

Enterprises have been trying to modernize their ERP cores for years, but most transformations are stuck in limbo. Millions in spend have left many with half-finished transformations, burdened by point tools, siloed execution models, and inconsistent governance. Instead of delivering agility, most ERP initiatives have created complexity: fragmented roadmaps, ballooning costs, delayed outcomes, and business leaders losing faith. The real challenge is not a lack of technology but the inability to scale outcomes across functions, break free from one-size-fits-all templates, and sustain momentum in the face of transformation fatigue. Leaders need clarity on how to reset strategy around outcomes, not tools, and rebuild confidence that ERP modernization can still deliver competitive value.

The ERP modernization challenges facing enterprises:

- **Transformation fatigue:** Years of ERP programs have consumed budgets without delivering promised results.

- **Disjointed execution:** Multiple point tools, siloed teams, and patchwork governance stall progress.

- **One-size-fits-all templates:** Generic ERP blueprints fail to deliver agility or industry-specific value.

- **Eroding trust:** Business leaders see inconsistent experiences and staggered value, undermining confidence in ERP as a strategic lever.

- **New pressures:** Boards demand value at speed, measurable outcomes, and business-first strategies that are more than IT upgrades.

ERP transformation fatigue is very real for most enterprises

Leaders want outcomes, not more tools. The winners will be those who move past endless customization and focus instead on faster execution, outcome-based governance, and strategies that avoid vendor lock-in.

Transformation fatigue is real among large enterprises that have been attempting to modernize their core ERP systems for years. Despite spending millions, projects are stalled due to disconnected point tools, siloed execution models, a one-size-fits-all approach, and a fragmented patchwork of loosely governed initiatives. The results are bloated costs, long delays, inconsistent experience, and staggered business value. On top of that, enterprises want business value at speed with a business-first, outcome-driven strategy.

Service providers are evolving their approaches to address these challenges. One example is TCS Crystallus, which bundles more than 170 prebuilt tools, accelerators, and process templates to reduce the need for endless customization. It spans SAP, Oracle, ServiceNow, and Pega, embedding governance and change management up front.

Crystallus cuts endless ERP configurations to accelerate value delivery at scale

TCS accelerates ERP transformation with best-of-breed and industry-specific pre-configured solutions across industries and platforms. For instance, it developed a CFO dashboard for a major Australian energy company by reusing 60% of prebuilt components from Crystallus' governed asset library. Instead of starting from scratch, the team replicated core capabilities and tailored them for persona-specific use. By giving a concise, executive-level view for CFOs along with detailed operational insights for managers and analysts, it helped transform financial data into strategic intelligence.

TCS has since fine-tuned the dashboard for multiple industries, adapting it to the unique financial and accounting needs of the banking, insurance, utilities, life sciences, retail, energy, and manufacturing industries. Rather than being tethered to specific tech stacks, it embeds process-specific KPIs, enhancing its applicability in industry-specific business processes and shortening implementation time.

Crystallus goes beyond dashboards. Its pre-configured, industry-specific modules (e.g., regulatory-ready pharma tracking and smart factory templates) cut time-to-value across sectors. It is already using AI/ML to automate ERP testing, training, and documentation and is now piloting GenAI to accelerate time-to-market and transformation further. Partnerships with Tricentis, Blackline, and Monday.com add more breadth. At the same time, enterprises must demand clarity on how GenAI and partner integrations will deliver real business impact, not just add another layer of tech complexity. As with any platform-led transformation, the risk of over-customization, integration sprawl, and stakeholder misalignment remains high if governance is not applied rigorously.

A key differentiator is preventing vendor lock-in with cross-platform ERP execution

Crystallus also solves a key pain point for enterprises with significant ERP investments: no single platform has it all. For example, Oracle lacked a key feature that SAP offers, prompting the deployment of a pre-built bolt-on feature that spared clients from costly and time-consuming customization. This cross-platform strategy to replicate key modules and features across ERP ecosystems closes functionality gaps, helping enterprises break free from vendor lock-in to adopt best-of-breed capabilities, negotiate better terms, and respond faster to market changes. Enterprise leaders don't need another customized module; they need faster, smarter execution of what already works. Crystallus offers a way to skip the bespoke build trap and focus on business outcomes, business agility, and long-term competitiveness. However, achieving cross-platform cohesion is not trivial. Enterprises must still contend with differences in data models, integration protocols, and user adoption needs. TCS's success will depend on maintaining consistency in delivery quality and ensuring that its reusable components truly address the unique business contexts of each client.

The Bottom Line: Don't waste time and resources custom-building what already exists for your ERP transformation.

ERP modernization has reached a crossroads. Enterprises must stop chasing endless custom builds and focus instead on business outcomes, speed, and resilience. Platforms like Crystallus show how prebuilt accelerators and cross-platform strategies can help, but the message is broader: ERP transformation must evolve from IT-driven projects to business-first change programs that deliver agility, trust, and long-term competitiveness.

TCS Crystallus promises a faster way to plug functional gaps across ERP platforms with prebuilt solutions that transcend platform limitations to deliver the desired outcomes aligned with business priorities. Although the list of assets does not cover all industries and their business functions, it is growing fast. Enterprises embarking on ERP modernization initiatives should keep TCS Crystallus on their radar for its proven ability to accelerate transformation.

HFS Research authors

Niti Jhunjhunwala
Senior Analyst

Hansa Iyengar
Practice Leader

Niti Jhunjhunwala is a senior analyst for HFS Research. Her coverage areas include banking and financial services and GenAI. She also regularly contributes to competitive intelligence across IT and business process services and the HFS Market Index, a quarterly report that analyses the performance and major developments of top service providers over the past quarter.

Hansa Iyengar leads the banking, financial services (BFS), and IT services research practice at HFS Research. She focuses on delivering practical, forward-looking insights that help BFS leaders navigate change across financial services and on providing critical analyses of service provider strategies, enabling buyers to make more informed sourcing and partnership decisions.

About HFS

- **INNOVATIVE**
- **INTREPID**
- **BOLD**

HFS Research is a leading global research and advisory firm helping Fortune 500 companies through IT and business transformation with bold insights and actionable strategies.

With an unmatched platform to reach, advise, and influence Global 2000 executives, we empower organizations to make decisive technology and service choices. Backed by fearless research and an impartial outside perspective, our insights give you the edge to stay ahead.

🌐 www.hfsresearch.com

in hfsresearch

💬 www.horsesforsources.com

🎙 www.horsesmouthpodcast.com